

Canadian Perspective on Partnerships

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Canadian Partnership Experience

- 1997: Canada's first PPP opens- Confederation Bridge, P.E.I.
- 160+ projects since 2002
- Partnership agencies / programs
 - Government of Canada / PPP Canada
 - Partnerships BC
 - Government of Alberta
 - Infrastructure Ontario
 - Infrastructure Quebec
 - Government of New Brunswick
- Yukon, Nunavut, Saskatchewan, Manitoba, PEI, Nova

Partnerships BC

- Established in 2002
- Minister of Finance is Shareholder
- Board provides oversight and governance
- Commercially independent – not for profit
 - Paid on a fee for service basis (consulting model)
 - ~15% of work is outside of Provincial Entity
 - 40 +/- FTEs

What is a PPP in British Columbia?

- Long term, performance-based contract
 - Combines design, build, maintain/rehabilitate and often finance
 - Government retains ownership and control
 - Risk transfer and innovation
 - Life cycle planning
- Objectives
 - Fair, open and transparent competitive process
 - Delivers value for taxpayer's dollars
 - Public interest served





Transportation PPP in B.C.

Toll

- Sierra Yoyo Desan resource road
- Golden Ears Bridge
- Port Mann Bridge / Highway 1

Availability

- Sea-to-Sky Highway
- William R. Bennett Bridge
- Kicking Horse Canyon
- Pitt River Bridge / Mary Hill Interchange
- Canada Line
- South Fraser Perimeter Road
- Evergreen Line



Sierra Yoyo Desan Resource Road



Sea-to-Sky Highway Improvement Project

Efficiencies

- Private sector can bring efficiencies by combining design and construction
- New, more efficient design – maintain speed and safety





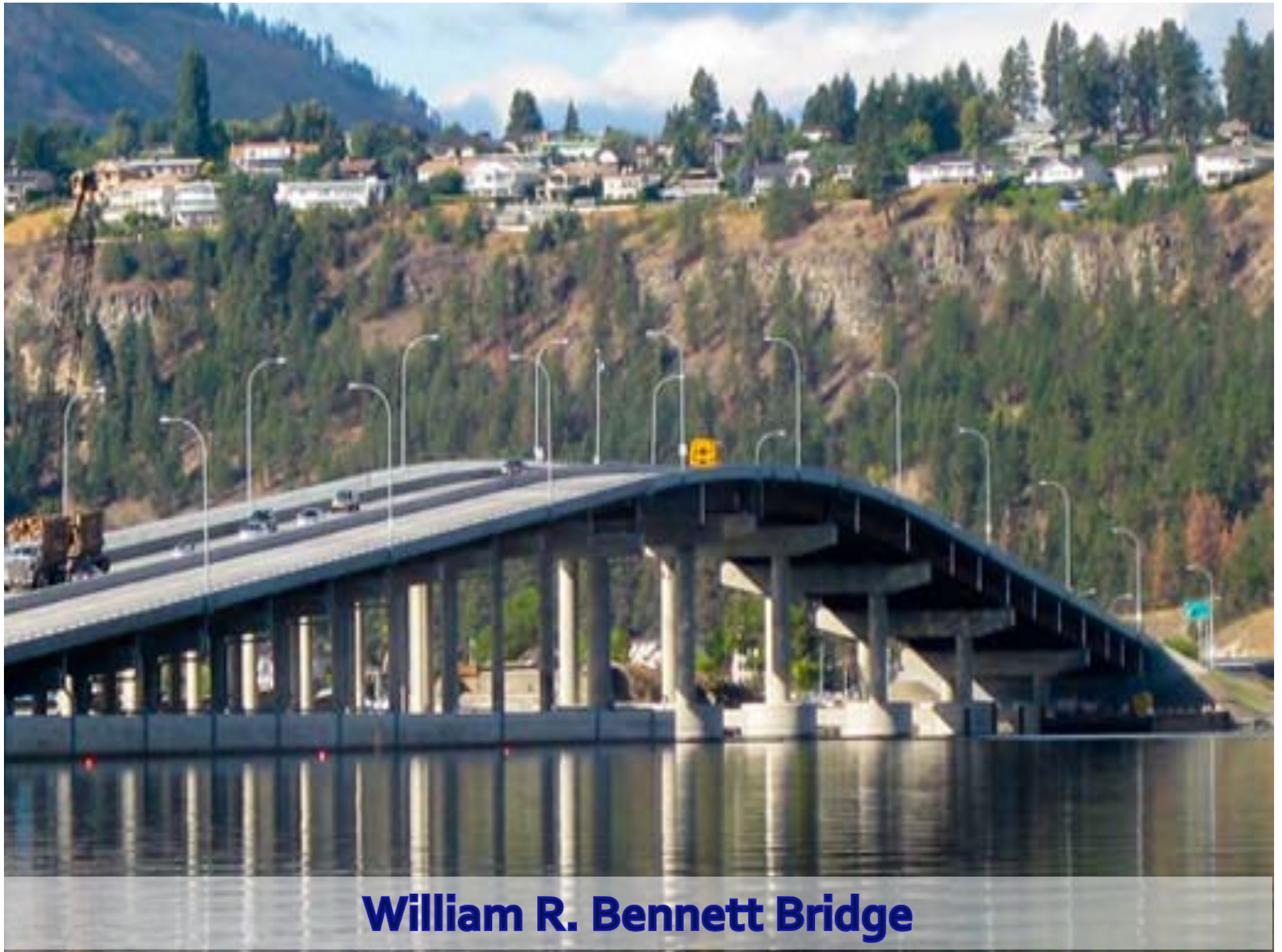
Sea-to-Sky Highway Improvement Project

A photograph of a Canada Line train crossing a cable-stayed bridge. The train is white with blue and green accents. The bridge is a concrete viaduct with a tall pylon and several stay cables. The background shows a city skyline and mountains under a clear blue sky.

Canada Line



Canada Line



William R. Bennett Bridge



Kicking Horse Canyon Park Bridge



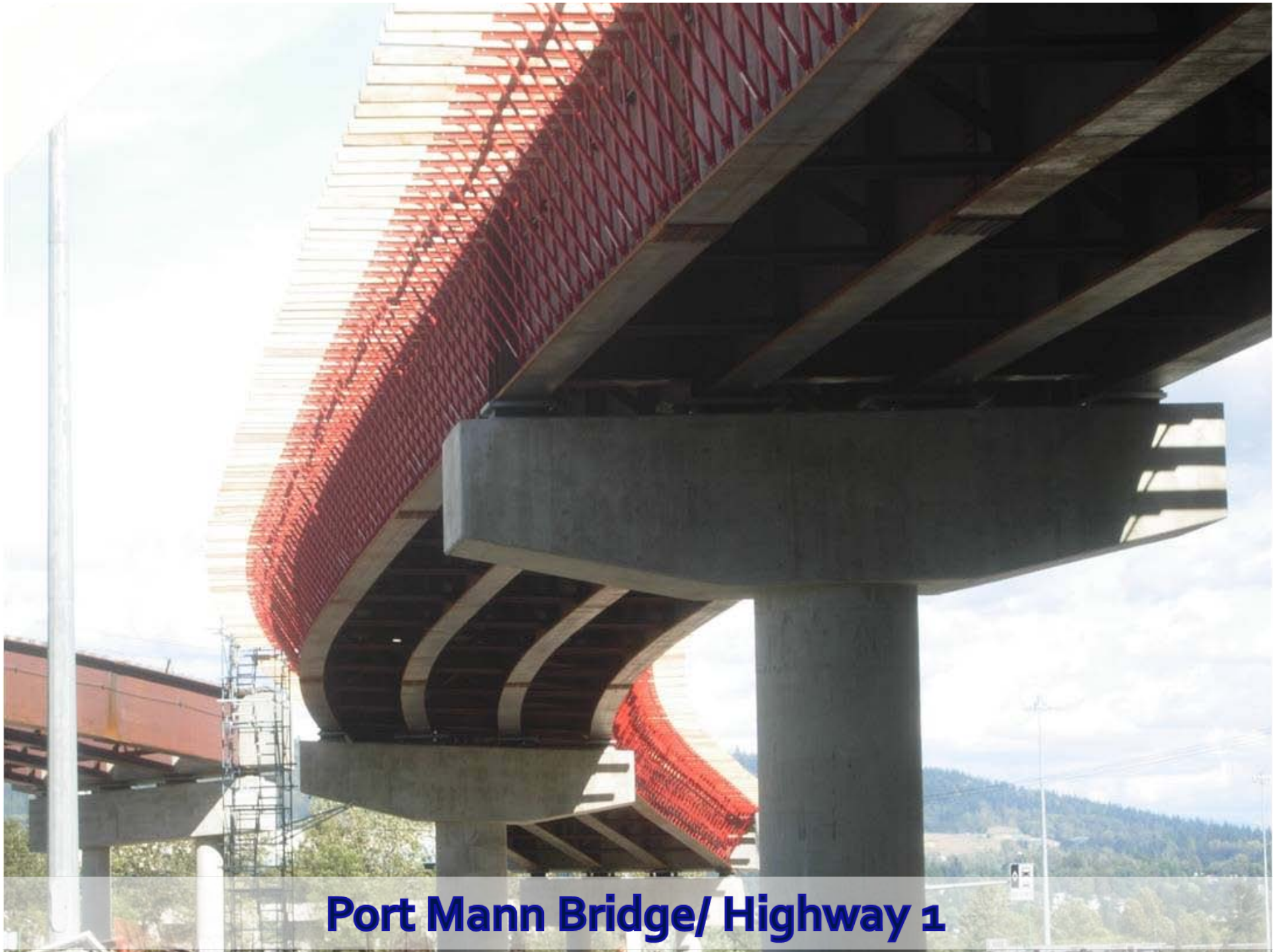
Golden Ears Bridge



Port Mann Bridge/ Highway 1



Port Mann Bridge/ Highway 1



Port Mann Bridge/ Highway 1



Port Mann Bridge/ Highway 1



Port Mann Bridge/ Highway 1



South Fraser Perimeter Road Project



South Fraser Perimeter Road Project



Evergreen Line Rapid Transit Project

Outcomes

- \$12.5 B in infrastructure (\$5.5B of private finance) in 25 plus projects (BC capital spend is ~ \$6B/year)
- Projects early or ahead of schedule, all on budget
- Discipline in planning, budget, execution and asset management
- Innovation from contractor/designer led approach

Challenges

- Naysayers?
 - Private finance costs more than government
 - Outweighed by risk transfer, optimized
 - Long term contracts not flexible
 - Contract provisions important
- Participants
 - Evolution required in engineering, architect and contracting communities

What has worked

- Political and stakeholder support
 - Manage community / neighbourhood impacts
- Enabling policy framework
- Centre of Expertise that works for both sides
- Focus on best practices and consistency in
 - Commercial terms
 - Evaluation Criteria
 - Appropriate risk allocation
 - Disclosure and transparency

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